

administration and enforcement of traffic and vehicle laws. The California Highway Patrol's 2003-04 budget included \$1.2 billion for traffic enforcement purposes.

## FORECASTING FUTURE TRANSPORTATION REVENUES

The challenges in developing reliable, meaningful long-range forecasts of future funding levels are many, some of which have been briefly pointed out in the above discussion. Most of the transportation funding revenues are highly sensitive to changes in inflation, fuel prices, and economic and budgetary conditions, as well as future legislative actions at the State and federal levels. Currently, several proposed bond measures are being considered that could affect transportation-funding levels. The future outcomes of these and other pending legislation and voter approval changes are unknown at this time.

In the face of the many unknowns and the uncertainty that could affect future funding levels available to the State and regional agencies, the CTP recommends that a study be authorized to determine the reliability and viability of future transportation financing streams. The results of the study could influence reauthorization of the federal transportation act in 2009.

## GUIDING PRINCIPLES FOR REACHING THE VISION

The overarching principle of the CTP is the concept of an “integrated transportation system.” Transportation policy- and decision-makers cannot view transportation by individual mode. It must be viewed, planned, and operated as a complete integrated system with complementary modes. Nor can policy- and decision-makers take a narrow geographic approach to transportation. The system must connect effectively between jurisdictions. To this end, the CTP was developed with four guiding principles in mind:

- Collaboration
- Leadership
- Innovation
- Communication

**COLLABORATION** is, simply stated, everyone working together. However, in the context of transportation planning and programming in California, the process is a complex one shared among multiple public and private entities. It requires collaboration among transportation providers, stakeholders, and all levels of government.

Collaboration by governmental entities is multi-dimensional in scope. It must take place among geographic areas and between federal, regional, State, and city governments. It must also occur among many functions (for example, housing, transportation, and health) at each level of government.

Collaboration among policy-makers to ensure harmonization of policies is critical to successfully achieving common goals. For example, if a community or region adopts a policy

to relieve roadway congestion by offering convenient and reliable transit, its land use policies should support transit service.

Collaboration is essential to selecting and implementing transportation strategies that best meet current and future local, regional, and State needs. The CTP supports meaningful communication and consensus early in the transportation planning process and their continued use throughout project development to minimize the possibility that projects could be delayed due to legal action. Reaching consensus early facilitates timely project completion.

Implementing the CTP will require a sustained commitment to share decision-making, effective system management, and the participation of federal, regional, local and Native American Tribal Governments, community-based organizations, the private sector, and residents. All of these voices must be heard and considered in order to achieve an integrated, connected transportation system that provides mobility and promotes economic vitality and community goals.

**LEADERSHIP** means defining a transportation vision, working towards it, and inspiring and encouraging others to embrace actions and policies needed to achieve that vision. Leadership also means taking risks to test innovative approaches to transportation challenges, making difficult choices, and ensuring people understand their choices and the associated benefits and consequences, as well as the trade-offs and limitations. Leadership is the driving force towards change.

**INNOVATION** is the creativity, ability, and flexibility to develop, test, implement, and replicate new ideas and solutions. Innovation and collaboration are the two principles essential to developing and carrying out strategies and actions that result in a better future. California is a knowledge-based economy. Working closely with universities and other research institutions to develop innovative solutions to transportation problems will become more critical as demand increases. Transportation planners and decision-makers cannot predict with certainty the technological innovations that will develop in the future. Therefore, they must continue to support advanced transportation technology research and be willing to embrace new solutions as they are proven effective.

**COMMUNICATION** is the exchange of information and ideas. It involves both sending and receiving ideas and information, and striving to understand and relate to the concerns of others. Communication is the key to an informed public making wise transportation choices to complete their travel.